



Center for Learning Innovations &
Customized Knowledge Solutions

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Welcome to the First Issue of CLICKS' Insider!

The CLICKS' Insider is a bi-monthly e-newsletter that aims to simulating dialogue on key issues and latest trends and developments in higher education and to maintaining regular communication with different members of the higher education community.

Every issue of the newsletter will address a particular theme, which is aligned with one of the Center's core areas of expertise. The newsletter will also bring readers the latest updates on CLICKS' activities, news, events and projects.

In this first issue, the focus is on tackling the student life cycle in higher education from acquisition and admission to graduation and beyond and explore how lean tools could be used to improve related processes.

Thus, we are also pleased to announce that we will be running a professional development program titled "Total Education Excellence in Higher Education" from the 23rd to the 25th of October, 2013 addressing the same topic.

For more information on the workshops and other programs, please [click here](#) CLICKS invite contributions from experts in terms of viewpoints, articles, book reviews, and interviews with experts. If you are interested to contribute to the newsletter, please contact us at inquiries@cli-cks.com

Lean in Education: A Student Life Cycle Application

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Over the past few decades continuous improvement methods such as Lean Manufacturing have helped manufacturing organizations improve their productivity and quality levels significantly by focusing on data, systematic elimination of waste and improvement of flow. Today many non-manufacturing organizations are applying the powerful process improvement methods and tools employed with Lean techniques. Organizations in healthcare, government, hospitality, and other services are applying the improvement tools with growing levels of success.

Educational institutions at all levels are also beginning to apply improvement tools. Education leaders have witnessed transformations in non-educational areas, and yet they have not fully engaged or embraced the use of Lean tools in their processes. In fact, we've heard several disturbing comments from educators such as "Lean won't work in our area, we educate people; we don't make widgets." While this is true, they could not be more wrong. The basic philosophies, concepts and tools of waste identification and elimination ally to all organizations if applied appropriately.

The proper application of improvement tools begins with a value mapping process to identify the very nature of how an organization provides value, and to whom. Value stream mapping is a diagnostic and data structuring tool in the Lean toolbox used to help improvement teams identify, prioritize and align improvement initiatives. The value stream mapping tool helps improvement teams see the waste in the system, and then apply improvements methods and tools to improve overall performance results. Recently, university leaders have used this powerful tool to identify improvement opportunities, and initiate improvement teams to reduce and eliminate wastes.

The most common and beneficial practice is for universities to map the entire student life cycle from beginning to end. This allows improvement teams to address the entire organization while narrowing in on the key areas or opportunities for improvement. The steps to begin are as follows.



Higher Education Leadership
Forum 2013

12-13 November 2013
Dusit Thani Dubai, UAE

CLICKS's Latest News:

- CLICKS launches its schedule for Capacity Building Programs for the Academic Year 2013-14
- CLICKS organizes press conference to announce the MENA Higher Education Leadership Forum on the 24th of September, 2013 at Dusit Thani Dubai
- CLICKS calls for nominations for the appointment of the Chair/ Vice Chair of its Leadership Advisory Board.
- CLICKS Calls for Associates

Poll Time:

If you were to receive training, indicate in which of the below areas would you be interested to upgrade and improve your skills?

- Use of technology in teaching and learning
- Strategic Planning
- Accreditation related training
- Benchmarking
- Leadership

Do You believe that technology can help you provide better teaching and learning and facilitate better students' engagement?

- Yes, for Sure
- Not Sure
- Not at All

Process Improvement Steps

Step 1 - Map the current state value stream

Step 2 - Identify and prioritize major issues to resolve and opportunities for improvement

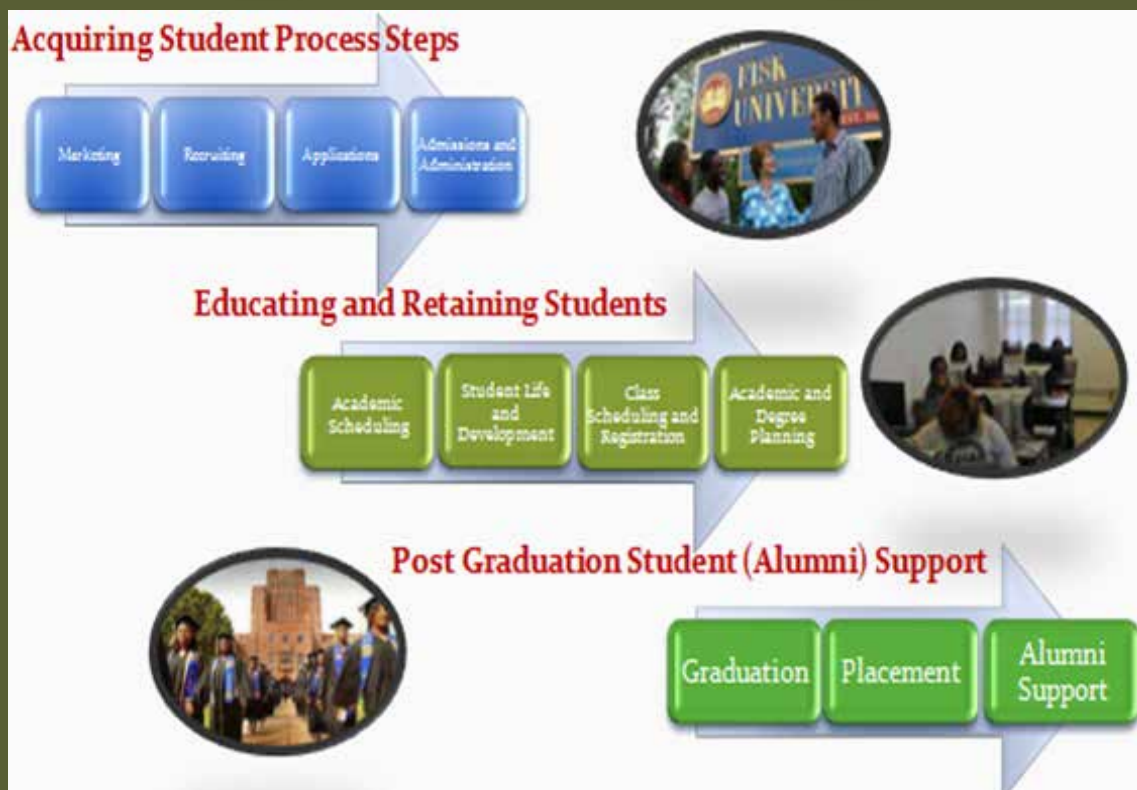
Step 3 - Assign grass roots improvement action items and team improvement projects

Step 4 - Facilitate and monitor improvement teams

An outcome of step 1 is typically a generic or "macro" student life cycle map is shown below.



Improvement teams use this to continue to break down the value stream into smaller, more manageable pieces. The next level breakdown for mapping of the student life cycle process is shown in the following diagram.



Improvement teams use the tool of value stream mapping to continue to "drill down" to process level issues and improvement opportunities; so that they can all "see" the waste, opportunities and priorities in a common way. This alignment is crucial to the success of an improvement initiative in any organization.

The mapping process and the value maps themselves, illuminate the waste and improvement opportunities and priorities. With these steps 1 and 2 complete, improvement teams move on to implementing improvements through a rigorous Plan-Do-Check-Act (PDCA) improvement cycle.

The PDCA improvement cycle is a fundamental improvement methodology popularized by Edward Deming as the Deming Improvement Cycle. It is basically the scientific method in action. After improvement teams have identified waste or an improvement opportunity, they develop or propose a Plan (P) for improvement. The team executes the plan in the Do (D) phase, and then Checks (C) the results. If the new method actually reduced waste and improved performance, the team Acts (A) to standardize the new method or process. If the improvement action did not improve performance or reduce wastes, the team Acts (A) to go back to the drawing board to identify and implement another improvement idea.

It is through the PDCA cycle that teams and small groups work within their area of responsibility for continual and incremental improvements. By focusing on the student life cycle value stream, educational institutions will address only the most high value improvement targets, and have the greatest overall impact on organization performance and results.

The results from educational organizations employing these powerful improvement tools can be quite impressive; examples of the results are shown below:

- Increased enrollment
- Reduced operating costs
- Less waste, redundancy, and confusion
- Clearer communications
- Greater student, alumni, faculty, staff and community satisfaction
- Increased donations
- Total employee involvement
- Clear accountability for improvement results
- A systematic and sustainable approach to leadership and improvement

Clearly the concepts and philosophies of Lean or waste elimination apply in any environment, and have been found to be especially relevant to educational organizations. Lean tools are, in their most basic sense, process improvement tools. By studying Lean, educational leaders can begin to understand how these methods and tools can be applied in their organizations.

The process and transformational steps that worked for other universities will work for all educational institutes such as primary and secondary schools, prep schools, training centers colleges, and universities world-wide.

About the Author:



Dr. Jaideep Motwani is Chair and Professor of Management at the Seidman College of Business, Grand Valley State University since 2000. He also served as the E. Seidman Chair of Management. He received his Ph.D. degree in Operations Management from University of North Texas in 1990.

He has co-authored 17 books and published more than 175 articles in prestigious journals such as Operations Research, IEEE Transactions of Engineering Management, European Journal of Operations Management, International Journal of Production Research, Omega, Business Horizons, among others. In the last 2 years, he has co-authored 3 books in the area of Lean and Six Sigma. Majority of Dr. Motwani's publications are in the area of total quality management, lean manufacturing, supply chain management, technology management, and service operations. In 2004, Dr. Motwani was ranked among the Top 1% Researcher in the field of Technology Management by the International Association of Management of Technology (IAMOT).

He also appears in several Who's Who in the World publications annually and is the recipient of the Michigan Outstanding Educator's Award granted by the Governor of Michigan. Dr. Motwani serves as an Editor for two international journals and on the Editorial Board of 12 prestigious national and international journals. He has taught and conducted research seminars in major universities in Canada, China, Costa Rica, Hong Kong, India, France, Germany, Thailand, and United Kingdom. He also serves as a global consultant and trainer for a number of organizations in the United States, India, China, Europe, and Middle East.

About CLICKS

The Center for Learning Innovations and Customized Knowledge Solutions (CLICKS) has been established with the aim of supporting Higher Education Institutions in specific areas that are new and emerging and very much required to achieve excellence.

CLICKS was launched with the mission of providing innovative and customized knowledge solutions that build education institutions' internal capabilities in the MENA region and facilitate their transformation to achieve sustainable results on their journey towards academic excellence. In particular, CLICKS provides services and solutions including capacity building programs (both public and tailored to specific institutions), consultancy services, knowledge solutions development (i.e. frameworks, strategies, plans, tools, etc), knowledge transfer and mentorship at both individual and institution level in the following key areas:

- Strategic Planning and Performance Management
- Leadership and Governance
- Quality and Accreditation
- Technology integration in higher education
- Research in Higher Education

The Center through its headquarters located in the UAE, Dubai and its two branches in the UK and Malaysia is associated with an impressive pool of international experts at the disposal of its clients and is guided by the knowledge and expertise of a formidable leadership board whose membership includes some of the best leaders in the advancement of higher education and learning worldwide.



CLICKS has also a strong emphasis on research and development and engages in publishing best practices, reports and working series as well as organizing conferences and setting up networks to promote the dialogue between and among Higher Education key stakeholders.

Vision:
To be the trusted partner in shaping the future of education for the MENA region

Mission:
To provide innovative and customized knowledge solutions that build education institutions' internal capabilities in the MENA region and facilitate their transformation to achieve sustainable results on their journey towards academic excellence.

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